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1. The Equal Employment Opportunity Policy of _____ Company.

Signed by Chief Executive Officer

2. Dissemination of Policy

	Included yes	Included no	Remarks	Appendix
Internally				
(1) Include it in contractor's policy manual.				B
(2) Publicize it in company newspaper, magazine, annual reports, and other media.				
(3) Conduct special meetings with executive, management, and supervisory personnel to explain intent of policy and individual responsibility for effective implementation, making clear the chief executive officer's attitude.				C
(4) Schedule special meetings with all other employees to discuss policy and explain individual employee responsibilities.				C
(5) Discuss the policy thoroughly in both employee orientation and management training programs.				
(6) Meet with union officials to inform them of policy, and request their cooperation.				
(7) Include nondiscrimination clauses in all union agreements, and review all contractual provisions to ensure they are nondiscriminatory.				D
(8) Publish articles covering EEO programs, progress reports, promotions of minority employees, etc., in company publications.				
(9) Post the policy on company bulletin boards.				
(10) When employees are featured in product or consumer advertising, both minority and nonminority employees should be pictured.				
Externally				
(11) Inform all recruiting sources verbally and in writing of company policy, stipulating that these sources actively recruit and refer minorities for all positions listed.				E
(12) Incorporate the Equal Opportunity clause in all purchase orders, leases, contracts, etc., covered by Executive Order 11246, as amended, and its implementing regulations.				F
(13) Notify minority organizations, community agencies, community leaders, secondary schools and colleges, of company policy, preferably in writing.				
(14) When employees are pictured in consumer or help wanted advertising, both minorities and nonminorities should be shown.				
(15) Send written notification of company policy to all subcontractors, vendors and suppliers requesting appropriate action on their part.				F

3. Responsibility for Implementation of Policy

Included yes	Included no	Remarks	Appendix
<p>(a) An executive of the contractor should be appointed as director or manager of company's Equal Opportunity Program. Depending upon the size and geographical alignment of the company, this may be his sole responsibility. He should be given the necessary top management support and staffing to execute his assignment. His responsibilities should include, but not necessarily be limited to:</p>			
<p>(1) Developing policy statements, affirmative action programs, internal and external communication techniques.</p>			
<p>(2) Assisting in the identification of problem areas.</p>			
<p>(3) Assisting line management in arriving at solutions to problems.</p>			
<p>(4) Designing and implementing audit and reporting systems that will:</p>			G
<p>(i) Measure effectiveness of the contractor's programs.</p>			
<p>(ii) Indicate need for remedial action.</p>			
<p>(iii) Determine the degree to which the contractor's goals and objectives have been attained.</p>			
<p>(5) Serve as liaison between the contractor and enforcement agencies, minority organizations, and community action groups.</p>			
<p>(6) Keep management informed of most developments in the entire equal opportunity area.</p>			
<p>(b) Line responsibilities should include, but not be limited to, the following:</p>			
<p>(1) Assistance in the identification of problem areas and establishment of local and unit goals and objectives.</p>			
<p>(2) Active involvement with local minority organizations and community action groups.</p>			
<p>(3) Periodic audit of hiring and promotion patterns to remove impediments to the attainment of goals and objectives.</p>			
<p>(4) Regular discussions with local managers, supervisors and employers to be certain the contractor's policies are being followed.</p>			
<p>(5) Review of the qualifications of all employees to insure minorities are given full opportunities for transfers and promotions.</p>			
<p>(6) Career counseling for all employees.</p>			G
<p>(7) Periodic audit to insure that each location is in compliance in areas such as:</p>			
<p>(i) Posters are properly displayed.</p>			
<p>(ii) All facilities including company housing, are truly desegregated, both in policy and in use.</p>			
<p>(iii) Minority employees are afforded a full opportunity and are encouraged to participate in all company sponsored educational, training, recreational and social activities.</p>			
<p>(8) Supervision should be made to understand that their work performance is being evaluated on the basis of their equal employment opportunity efforts and results, as well as other criteria.</p>			

b. Review of Utilization Analysis

§ 60-2.11 Required utilization analysis and goals.

Affirmative action programs must contain the following information:

(a) An analysis of all major job categories at the facility, with explanations if minorities are not being utilized in any one or more job categories (Job "category" herein meaning one or a group of jobs having similar content, wage rates and opportunities). "Underutilization" is defined as having fewer minorities in a particular job category than would reasonably be expected by their availability. In determining whether minorities are being underutilized in any job category, the contractor will consider at least all of the following factors:

- (1) The minority population of the labor area surrounding the facility;
- (2) The size of the minority unemployment force in the labor area surrounding the facility;
- (3) The percentage of minority work force as compared with the total work force in the immediate labor area;
- (4) The general availability of minorities having requisite skills in the immediate labor area;
- (5) The availability of minorities having requisite skills in an area in which the contractor can reasonably recruit;
- (6) The availability of permanent minority employees within the contractor's organization;
- (7) The anticipated expansion, contraction and turnover of and in the work force;
- (8) The existence of training institutions capable of training minorities in the requisite skills; and
- (9) The degree of training which the contractor is reasonably able to undertake as a means of making all job classes available to minorities.

(c) Support data for the above analysis and program shall be compiled and maintained as part of the contractor's affirmative action program. This data should include progression line charts, seniority rosters, applicant flow data, and applicant rejection ratios indicating minority status.

(e) Based upon the Government's experience with compliance reviews under the Executive order programs and the contractor reporting system, over the past eight (8) years, minority groups are most likely to be underutilized in the following six (6) categories as defined by the Employee Information Report, EEO-1: officials and managers, professionals, technicians, sales workers, craft and clerical, and craftsmen (skilled). Therefore, the contractor shall direct special attention to these categories in its analysis and goal setting.

Progression
Line Charts
Seniority
Rosters
Applicant
Flow Data
Applicant
Rejection Ratios

Special attention directed at 6 categories in analysis and goal setting

5. Identification of Problem Area (Continued)

Included	Remarks	Appendix
Yes	no	
(14) No formal techniques established for evaluating effectiveness of EEO programs.		
(15) Lack of access to suitable housing inhibits employment of qualified minorities for professional and management positions.		
(16) Lack of suitable transportation (public or private) to the workplace inhibits minority employment.		
(17) Labor unions and subcontractors not notified of their responsibilities.		
(18) Purchase orders do not contain EEO clause.		
(19) Posters not on display.		

5. Identification of Problem Area

Included	Remarks	Appendix
yes	no	
(a) An in-depth analysis of the following should be made, paying particular attention to apprentices and those categories listed in § 60-2.11(d):		
(1) Racial composition of the work force.		J, K
(2) Racial composition of applicant flow.		
(3) The total selection process including position descriptions, man specifications, application forms, interview procedures, test administration, test validity, referral procedures, final selection process, and similar factors.		
(4) Transfer and promotion practices.		
(5) Facilities, company sponsored recreation and social events, and special programs such as educational assistance.		
(6) Seniority practices and seniority provisions of union contracts.		
(7) Apprenticeship programs.		
(8) All company training programs, formal and informal.		
(9) Work force attitude.		
(10) Technical phases of compliance, such as poster and notification to labor unions, retention of apprentices, notification to subcontractors, etc.		
(b) If any of the following items are found in the analysis, <u>special corrective action</u> should be implemented.		
(1) An "internalization" of minorities in specific work classifications.		
(2) Lateral and/or vertical movement of minority employees occurring at a lesser rate (compared to work force mix) than that of nonminority employees.		
(3) The selection process eliminates a higher percentage of minorities than nonminorities.		
(4) Application and revised preemployment forms not in compliance with local, State, or Federal legislation.		
(5) Position descriptions inaccurate in relation to actual functions and duties.		
(6) Man specifications not validated in relation to position requirements and job performance.		
(7) Test forms not validated by location, work performance and inclusion of minorities in sample.		
(8) Referral ratio of minorities to the hiring supervisor or manager indicates an abnormal percentage are being rejected as compared to nonminority applicants.		
(9) Minorities are excluded from or are not participants in company sponsored activities or programs.		
(10) De facto segregation still exists at some facilities.		
(11) Seniority provisions contribute to overt or inadvertent discrimination, i.e., a racial disparity exists between length of service and types of jobs held.		
(12) Nonsupport of company policy by managers, supervisors or employees.		
(13) Minorities underutilized or underrepresented in apprenticeship programs or other training or career improvement programs.		

6. Establishment of Goals and Timetables

	<u>Included</u>		<u>Remarks</u>	<u>Appendix</u>
	<u>yes</u>	<u>no</u>		
(a) The goals and timetables developed by the contractor should be suitable in terms of the contractor's analysis of his deficiencies and his entire affirmative action program. Thus, in establishing the size of his goals and the length of his timetables, the contractor should consider the results which could reasonably be expected from his putting forth every good faith effort to make his overall affirmative action program work. In determining levels of goals, the contractor should consider at least the factors listed in § 60-3.11(a).				
(b) Involve personnel relations staff, department and division heads, and local and unit managers in the goal setting process.				
* (c) Goals should be significant, measurable and attainable.				
(d) Goals should be specific for planned results, with timetables for completing.				
(e) Goals may not be rigid and inflexible quotas which must be met, but must be targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.				
* Goals and Timetables should be designed to correct any identifiable deficiency.				
List identifiable areas for which no Goal/Timetable has been established and/or contractor's explanation for such situation.				
Company need only to establish goals when the particular job category shows an under utilization of non-whites. In establishing goals take into account, the company's hiring program and the availability of recruits. The goals established should be realistic, in that, the goals should be meaningful, ones that can be reached through the activities of the company's plans and the availability of non-white recruits.				

7. Development and Execution of Problems

	<u>Included</u>	<u>Remarks</u>	<u>Appendix</u>
	<u>Yes</u>	<u>No</u>	
(a) The contractor should conduct detailed analyses of position descriptions to insure that they accurately reflect position functions, and are consistent for the same position from one location to another.			
(b) The contractor should validate man specifications by division, department, location, or other organizational unit and by job category using job performance criteria. Special attention should be given to academic, experience and skill requirements to insure that the requirements in themselves do not constitute inadvertent discrimination. Specifications should be consistent for the same job classification in all locations and should be free from bias as regards to race, color, religion, sex, or national origin, except where sex is a bona fide occupational qualification. Where requirements screen out a disproportionate number of minorities, such requirements should be professionally validated to job performance.			
(c) Approved position descriptions and man specifications, when used by the contractor, should be made available to all members of management involved in the recruiting, screening, selection and promotion process. Copies should also be distributed to all recruiting sources.			
(d) The contractor should evaluate the total selection process to insure freedom from bias and, thus, aid the attainment of goals and objectives.			
(1) All personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes should be carefully selected and trained to insure elimination of bias in all personnel actions.			
(2) The contractor should validate all selection criteria (Note Department of Labor Order of Sept. 9, 1968) (33 F.R. 44392, Sept. 24, 1968) covering the validation of Employment Tests and Other Selection Techniques by Contractors and Subcontractors Subject to the Provisions of Executive Order 11246.			
(3) Selection techniques other than tests may also be improperly used so as to have the effect of discriminating against minority groups. Such techniques include but are not restricted to, un-scored interviews, unscored application forms, arrest records, and credit checks.			
Where there exists data suggesting that such unfair discrimination or exclusion of minorities exists, the contractor should analyze his uncorrected procedures and eliminate them if they are not objectively valid.			

7. Development and Execution of Problems (Continued)

	Included	Remarks	Appendix
	Yes	No	
(e) <u>Burnested techniques to improve recruitment and increase the flow of minority job applicants to the firm</u>			
(i) <u>Certain organizations such as the Urban League, Job Corps, Equal Opportunity Program Inc., Concentrated Employment Program, Negro Negro, TV Corp, Secondary Schools, Colleges, and City Colleges with high minority enrollment provide information. Besides specialized employment agencies such as EULAC, S. & C. Corp., and the Commonwealth of Puerto Rico, which is prepared to recruit and place minority applicants. In addition community leaders and individuals shall be added to recruiting sources.</u>			
(2) <u>Formal briefings sessions should be held, preferably on company premises with representatives from the recruiting source. First, the firm's program by minority employees, then a discussion/explanation of current and future job openings, new company strengths, and specifications, explaining the company's short term and long term goals. The slates should be open to questions of the participants, whom a representative should be made for referral of questions follow-up with source and feedback on disposition of each question.</u>			
(3) <u>Minority recruitment procedures should be developed and activated, encouraged.</u>			
(4) <u>A minority staff should be included minorities on the Personnel Relations staff.</u>			
(b) <u>Minority employment should be made available for participation in Career Days, Youth Month, Job Fairs, and related activities in their communities.</u>			
(i) <u>Active participation in Job Fairs is desirable. Companies giving active participation should be given authority to take on their own recruitment events.</u>			
(ii) <u>Active recruitment efforts should be carried out in schools, community centers, and other minority environments.</u>			
(iii) <u>Special employment programs should be undertaken whenever possible. Some possible programs are:</u>			
(a) <u>Technical and vocational training programs with the preexisting, i.e. technical colleges.</u>			
(b) <u>"After school" and/or work-study jobs for minority youths.</u>			
(iii) <u>Summer jobs for underprivileged youth</u>			
(iv) <u>Summer work-study programs for faculty members of the predominantly minority school system.</u>			
(v) <u>Motivation and development programs for the handicapped employed.</u>			
(vi) <u>When recruiting brochures featuring present work situations, the minority members of the work force should be included.</u>			
(vii) <u>Publications should be expanded, i.e. radio, news media on a regular basis.</u>			

7. Development and Execution of Problems (Continued)

8. Audit and Reporting Systems

	<u>Included</u>	<u>Remarks</u>	<u>Appendix</u>
	<u>yes</u>	<u>no</u>	
(a) The contractor should monitor and evaluate performance and progress toward achievement of goals to ensure nondiscriminatory standards are carried out.			
(b) The contractor should require annual reports from unit managers on a monthly basis as to degree to which unit or unit goals are attained and if goals met.			
(c) The contractor should review unit results with all levels of management.			
(d) The contractor should advise top management of program effectiveness and make recommendations to improve every performance.			

9. Support of Local and National Action Program

	<u>Included</u>	<u>Remarks</u>	<u>Appendix</u>
	<u>yes</u>	<u>no</u>	
(a) The contractor should appoint key members of management to serve on Merit Employment Councils, Community Relations Boards and similar organizations.			
(b) The contractor should encourage minority employees to actively participate in National Alliance of Businesses programs for job orientation.			
(c) The contractor should support Vocational Guidance Institutes, Vocational Training Programs and similar activities.			
(d) The contractor should assist secondary schools and colleges with significant minority enrollment in programs designed to enable graduates of these institutions to compete in the open employment market on a more equitable basis.			
(e) The contractor should publish the achievements of minority members in local and minority news media.			
(f) The contractor should support programs developed by the National Alliance of Businesses, the Urban Coalition and similar organizations.			

S U M M A R Y

A.A.P. INCLUDES:

60-2.11 Required Utilization

Goals

Support Data

Reasons for Lack of Coal

Yes	No

Additional required ingredients of affirmative action programs.

Effective affirmative action programs shall contain, but not necessarily be limited to, the following ingredients:

- (a) Development or redefinition of the contractors' equal employment opportunity policy in accordance with:
- (b) Formal internal and external dissemination of the contractors' commitment to implementation of their contractors' affirmative action programs.
- (c) Establishment of review committees for implementation of contractors' affirmative action programs.
- (d) Identification of problem areas (deficiencies) by organizational units and job categories.

(e) Establishment of goals and objectives by organizational units and job category, including timetables for completion.

(f) Development and execution of action-oriented programs designed to eliminate problems and further designed to attain established goals and objectives.

(g) Design and implementation of internal audit and reporting systems to measure effectiveness of the total program.

(h) Active support of local and national community action programs.

Prepared by a Task Force of the
Business and Industrial Coordinating
Council (BICC)

EQUAL EMPLOYMENT POLICY

It is the policy of not to discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. We will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following:

employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.

The work performance of all levels of employees shall be evaluated on the basis of your equal employment opportunity efforts and results, as well as other criteria.

Mr. has been appointed Director, Equal Opportunity Programs. He will report to me quarterly on the results of our affirmative action program.

NAME OF COMPANY

s/

, President

EEO Coordinator

SUBJECT

EQUAL EMPLOYMENT OPPORTUNITY UNDER EXECUTIVE ORDER 11246

Gentlemen:

The U. S. Department of Labor has now authorized * to obtain a Compliance Report Certificate once each year from each supplier with whom we may place purchase orders involving both Government and Commercial procurements and to renew this Certificate each year.

The attached Form _____, when completed and signed, will be effective for a year, and will tell * and the government whether or not your firm is in compliance with Executive Order 11246 and, if you are not, will give the circumstances under which you are required to comply.

Since neither of our companies can anticipate the value of future orders, we ask that your firm carefully read, and execute the enclosed Form _____ and return to* within fifteen days after receipt. Should you have any questions regarding Form _____, do not hesitate to call one of the following Supervisors:

Your compliance with this request is appreciated.

* Name of Company

COMPLIANCE REPORT CERTIFICATE

A Has your company filed the required Employer Information Report EEO 1 (Standard Form 100) with the Secretary of Labor's Joint Reporting Committee for the prior period ending March 31?

Yes No

If your answer to Question A above is "No," check the following appropriate reason for not filing:

1 Employ less than one hundred people company wide

2 Have specific exemption from Secretary of Labor as provided in Section 204 of Executive Order 11246, as amended

Within thirty (30) days after receipt of any order from _____ Corporation and prior to each March 31 thereafter, during the performance of work under said order, the undersigned firm agrees to file Standard Form 100, entitled Equal Employment Opportunity Employer Information Report EEO 1 in accordance with instructions contained therein, unless such firm has either filed such report within twelve months preceding the date of the award or is not otherwise required by law or regulation to file such a report.

B In consideration of the undersigned being placed in _____ Corporation's "Supplier Document" for the year ending March 31 next, the undersigned certifies that he does not and will not maintain or provide for his employees any segregated facilities at any of his establishments and that he does not and will not permit his employees to perform their services at any location under his control where segregated facilities are maintained. The undersigned agrees that a breach of this certification is a violation of the Equal Opportunity clause in any subcontract, contract, purchase order or agreement that the undersigned may receive from _____ Corporation.

As used in this certification, the term "segregated facilities" means any waiting room, work areas, rest rooms and wash rooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees which are segregated on the basis of race, creed, color or national origin, because of habit, local custom or otherwise.

The undersigned further agrees that he will obtain identical certifications from proposed subcontractors prior to the award of subcontracts exceeding \$10,000.

which are not exempt from the provisions of the Equal Opportunity clause, that he will retain such certification in his files and that he will forward the following notice to his proposed subcontractors (except when the proposed subcontractors have submitted identical certifications for specific time periods)

"NOTICE TO PROSPECTIVE SUBCONTRACTORS OF REQUIREMENT FOR CERTIFICATION OF NONSEGREGATED FACILITIES"

"A certification of Nonsegregated Facilities, as required by the May 9, 1967 order on Elimination of Segregated Facilities, by the Secretary of Labor (32 Fed. Reg. 7439, May 19, 1967) must be submitted prior to the award of a subcontract exceeding \$10,000 which is not exempt from the provisions of the Equal Opportunity clause. The certification must be submitted either for each subcontract or for all subcontracts during a period (e.g., quarterly, semi-annually or annually).

(Note: The penalty for making false statements in offers is prescribed in 18 U.S.C. 1001.)"

C Do you have at each of your facilities a current written affirmative action compliance program, as called for in 60.140 of Title 41 of the Code of Federal Regulations?

Yes No

If "No," within 120 days after receipt of any order resulting from attached quotation the undersigned firm agrees to develop and maintain a written affirmative action compliance program for each of its facilities unless at such time it is not required by law or regulation to develop such a program. (Current law requires the contractor to develop a written affirmative compliance program in those cases where the contractor has received prime contracts or subcontracts for \$50,000 or more and employs fifty (50) or more people.)

Company _____

By _____

Title _____

Date _____

TO:

SUBJECT EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE REPORT CERTIFICATE

BUSINESS REPLY MAIL

NO POSTAGE STAMP NECESSARY IF MAILED IN THE UNITED STATES

POSTAGE WILL BE PAID BY

FIRST CLASS
PERMIT NO.

B

ATTENTION: Purchasing Agent

AFFIRMATIVE ACTION PROGRAM

- I. REAFFIRMATION OF POLICY
- II. DISSEMINATION OF POLICY
- III. IMPLEMENTATION
- IV. ANALYSIS OF WORK FORCE
- V. PROBLEM AREAS
- VI. GOALS AND TIME TABLES
- VII. ACTION ORIENTED PROGRAMS
- VIII. INTERNAL AUDIT AND REPORTING
- IX. COMMUNITY ACTION PROGRAMS

I. REAFFIRMATION OF POLICY (60-2.20)

- A. BASIC STATEMENT
- B. SPECIFIC COMMENTS ON FUNDAMENTAL AREAS OF EEO
RESPONSIBILITY
 - 1. SELECTION
 - 2. PROMOTION
 - 3. LAYOFFS
 - 4. TRANSFERS
 - 5. BENEFITS
- C. DESIGNATION OF RESPONSIBLE OFFICIAL AND HIS DUTIES
- D. ANNUAL RE-STATEMENT

II. DISSEMINATION OF POLICY (60-2.21)

A. INTERNAL

1. SUPERVISORY EMPLOYEE RELATIONS MANUAL
2. EMPLOYEE HANDBOOK
3. EMPLOYEE ORIENTATION
4. COMPANY NEWSPAPER
5. COMPANY ANNUAL REPORT
6. UNION AGREEMENT
7. ANNUAL LETTER TO EMPLOYEES
8. MANAGEMENT & SUPERVISORY MEETINGS

II. DISSEMINATION OF POLICY (CONTINUED)

B. EXTERNAL

1. INCLUSION IN PURCHASE ORDERS & SUB-CONTRACTS

2. NOTICES TO RECRUITMENT SOURCES

3. ANNUAL STATEMENT TO LOCAL MINORITY GROUPS

COMMUNITY LEADERS AND AGENCIES

COLLEGES AND UNIVERSITIES

SECONDARY SCHOOLS

III. IMPLEMENTATION (60-2.22)

- A. DESIGNATE A FACILITY EEO COORDINATOR
- B. DESIGNATE HIS RESPONSIBILITIES
 - 1. DEVELOP POLICY
 - 2. DEVELOP AFFIRMATIVE ACTION COMPLIANCE PROGRAM
 - 3. MEASURE PROGRAM'S EFFECTIVENESS
 - 4. DEVELOP REPORTING AND AUDIT SYSTEM
 - 5. IDENTIFY PROBLEM AREAS
 - 6. MAINTAIN TECHNICAL COMPLIANCE
- C. EVALUATE EEO EFFECTIVENESS OF SUPERVISORS

III. IMPLEMENTATION (CONTINUED)

D. SUPPORT DATA MUST BE PART OF PROGRAM

1. LINE OF PROGRESSION CHARTS
2. SENIORITY ROSTERS
3. APPLICANT FLOW
4. APPLICANT REJECTION RATIO

E. GOALS AND TIME TABLES MUST BE PART OF PROGRAM

1. DEFICIENCIES MUST BE CORRECTED
2. REASONS MUST BE GIVEN FOR UNESTABLISHED GOALS

IV. ANALYSIS OF WORK FORCE (60-2.11)

A. MAJOR AREAS OF UNDER-UTILIZATION

1. OFFICIALS AND MANAGERS
2. PROFESSIONALS
3. TECHNICIANS
4. SALES WORKERS
5. OFFICE AND CLERICAL
6. SKILLED CRAFTSMEN

B. UNDER UTILIZATION BY ORGANIZATIONAL UNIT OR DEPARTMENT

C. CONSIDERATIONS FOR IMPROVING UNDER-UTILIZATION

1. ANTICIPATED EXPANSION OR TURNOVER
2. AVAILABILITY OF PROMOTABLE MINORITIES
3. EXISTENCE OF TRAINING INSTITUTIONS
4. DEGREE OF CONTRACTOR-ASSURED TRAINING

IV. ANALYSIS OF WORK FORCE (Cont'd)

D. EXPLAIN UNDER-UTILIZATION OF MINORITIES

1. MINORITY POPULATION IN LABOR AREA
2. AVAILABILITY IN IMMEDIATE LABOR AREA
3. AVAILABILITY IN RECRUITING AREA
4. SIZE OF UNEMPLOYED MINORITY WORK FORCE

V. PROBLEM AREAS (60-2.23)

A. ANALYZE:

1. INTEGRATION OF ORGANIZATION

IS IT COMPLETE?

BY DEPARTMENT?

BY UNIT?

BY SHOPS?

BY CRAFTS?

2. APPLICANT FLOW STATISTICS

MINORITY VS WHITE

3. RATIO OF HIRES

4. RATIO OF PROMOTIONS

V. PROBLEM AREAS (Cont'd)

B. REVIEW

1. SELECTION PROCESS: CONTROLS; ADHERENCE TO PROCEDURE
2. TESTING PROGRAM: CONTROLS; VALIDATION; TESTS USED
3. PROMOTION AND TRANSFER PROCEDURES
4. EEO STATEMENT & POSTURE: EMPLOYEE FACILITIES; RECREATION PROGRAMS; ATHLETIC TEAMS; CLUBS
5. EDUCATION PROGRAMS: TUITION REFUND PLAN; APPRENTICE PROGRAMS FOR MINORITY PARTICIPATION
6. LOCAL LABOR MARKET: NEGRO AVAILABILITY VS. WHITE; POPULATION RATIO FACTORS
7. EEO-1 CATEGORIES: DETERMINE EEO PROFILE

VI GOALS AND TIME TABLES (60-2.24)

- A. EEO-1 CATEGORIES WITH OBVIOUS DEFICIENCIES
- B. JOB CLASSIFICATIONS: ALL WHITE OR ALL BLACK
- C. DEPARTMENTAL MIX
- D. STATISTICAL ANALYSIS IN ACCORDANCE WITH OFCC ORDER NO. 4, SUB-PART (B), CHAPTER 60-2.11
- E. DATA MAINTAINED IN ACCORDANCE WITH OFCC ORDER NO. 4, SUB-PART (B), CHAPTER 602.11

TOTAL POP NOW	M. G. POP NOW	PROJECTION	TURNOVER	NEED TO HIRE	M. G. GOALS
100	10	130	10	40	?

VII. ACTION ORIENTED PROGRAM (60-2.25)

- A. DETAILED ANALYSIS OF POSITION DESCRIPTIONS
- B. EVALUATE SELECTION PROGRAMS
- C. VALIDATE SELECTION CRITERIA (TESTING)
- D. SELECT PROPER REFERRAL SOURCES
- E. CONDUCT PLANT TOURS
- F. USE MINORITIES ON EMPLOYMENT STAFFS
- G. PARTICIPATE IN CAREER DAYS, JOB FAIRS, ETC.
- H. INAUGURATE SUMMER PROGRAM
- I. INSTITUTE CAREER COUNSELING

VIII. INTERNAL AUDIT AND REPORTING
(60-2.26)

- A. MONITOR RECORDS BY RACE ON
 - 1. PLACEMENTS
 - 2. PROMOTIONS
 - 3. AFFECTED CLASS
 - 4. REFERRALS
 - 5. TRANSFERS
 - 6. TERMINATIONS
- B. FORMAL REPORTS ON GOALS FROM UNIT MANAGERS
- C. REVIEW RESULTS AT ALL MANAGEMENT LEVELS
- D. ADVISE TOP MANAGEMENT OF PROGRAM EFFECTIVENESS
- E. MAKE RECOMMENDATIONS TO
 - 1. CORRECT DEFICIENCIES
 - 2. IMPROVE OPERATIONS

IX. COMMUNITY ACTION PROGRAMS (60-2.27)

- A. MERIT EMPLOYMENT COUNCILS
- B. COMMUNITY RELATIONS BOARD
- C. NATIONAL ALLIANCE OF BUSINESS PROGRAM
- D. VOCATIONAL GUIDANCE INSTITUTES
- E. VESTIBULE TRAINING PROGRAMS
- F. ASSIST IN SECONDARY SCHOOL AND COLLEGE PROGRAMS
- G. PUBLICIZE ACHIEVEMENTS

To:

(Name of union or organization of workers)

The above named company, because of its contractual relationship with the Federal government, is subject to the provisions of Executive Order 11246 of September 24, 1965, and of Executive Order 11375 of October 13, 1967. By virtue of the provisions of these Orders, this company is obliged not to discriminate against any employee or applicant for employment because of race, color, religion, sex or national origin. This obligation not to discriminate in employment includes, but is not limited to, the following:

HIRING, PLACEMENT, UPGRADING, TRANSFER, OR DEMOTION

RECRUITMENT, ADVERTISING, OR SOLICITATION FOR EMPLOYMENT

TRAINING DURING EMPLOYMENT

RATES OF PAY OR OTHER FORMS OF COMPENSATION

SELECTION FOR TRAINING INCLUDING APPRENTICESHIP

LAYOFF OR TERMINATION

This notice is furnished you pursuant to the provisions of Executive Order 11246.

(Contractor or subcontractor)

(Date)

The Employer and the Union agree to cooperate in continuing to maintain policies and practices which prevent discrimination against any employee or applicant for employment because of race, color, religion, sex, age or national origin, and further to affirmatively cooperate in the implementation of Presidential Executive Order #11246, its regulations, and other lawful requirements intended to prevent any such discrimination.

SUGGESTED BIATURAL EFO CLAUSE

COMPANY LETTERHEAD

Employment Agency
Number and Street
City, State, Zip Code

Dear Sir:

We are sure you are familiar with the obligations and responsibilities of government contractors and subcontractors subject to the provisions of Executive Order #11246 covering nondiscrimination in employment.

_____ has always subscribed to, and applied, a complete policy of nondiscrimination in its employment practices and all dealings with its employees. However, we wish to reiterate this policy and advise you that we are "An Equal Opportunity Employer."

We know your organization is as anxious as we to cooperate in complying with the spirit and intent of Executive Order #11246. It is our personal hope that you will assist us in our application of this policy by continuing to refer to this facility all qualifiable applicants regardless of race, color, religion, sex, age or national origin.

Your cooperation in the past has been greatly appreciated and we anticipate many more years of a mutually beneficial association. Please acknowledge receipt of this letter and your ability to comply with our equal employment policy.

Very truly yours,

(d) **Incorporation by reference.** The general opportunity clause may be incorporated by reference in Government bills of lading, transportation bills, contracts for deposit of Government funds, contracts for issuing and paying U.S. securities bonds and notes, warrants and subscriptions less than \$50,000 and such other contracts as the Director may designate.

ECO CLAUSE from EXECUTIVE CSDFR 11246

EQUAL EMPLOYMENT OPPORTUNITY: The Equal Employment Opportunity clause in Section 202, Paragraphs 1 through 7 of Executive Order 11246, as amended, relative to equal employment opportunity and the implementing Rules and Regulations of the Office of Federal Contracts Compliance are incorporated herein by specific reference.

Executive Order 11246

See 200. *Eastern* is to 1,000 em-
ployed in sec. 1,000,000,000
200 of the C. & St. L. R. Co.
tracting 2,000,000,000
every year, and 1,000,000,000
in addition to 1,000,000,000

"During the performance of the contract, the contractor will be as follows:

"(1) And for a class that is not covered by the contract, the employer may not discriminate on the basis of race, color, sex, or national origin. The contract may provide that in certain situations, such as apprenticeship programs, without regard to race, color, religion, sex or national origin. Such action, shall not be but may be limited to the following: (a) recruitment, upgrading, promotion, transfer, reemployment or rehire, hiring, layoff or termination, rates of pay or cost of fares of employees, and selection for training, apprenticeship, or other educational opportunities to post in companies which are unable to employ others and to hire for employment not otherwise provided by the contract, (b) the application of the provisions of the discrimination clause.

"(2) The controller will accept solicitations or requests from employees placed before him by the controller, state, that in specified applications, he will be available for a personal interview to each, relative to his application for admission.

(C) In the event of the cancellation of this contract, the party in the position of this

regulations, or orders, this contract may be cancelled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for future Government contracts in accordance with procedures authorized in Executive Order No. 11186 of September 24, 1964, and such dispositions may be reported and transmitted into the system as provided in Executive Order No. 11212, of September 24, 1964, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

"(1) The contractor will include the provisions of paragraph 1 in the contract in its subcontract purchase order unless otherwise directed by the Secretary of Labor issued pursuant to Section 201 of Executive Order No. 11,115 of September 24, 1939, so that such provisions will be binding on each subcontractor or vendor. The contractor will take such action as will respect to any subcontractor of the subcontract or to the contractor as a result of enforcing such provisions, including sanctions for noncompliance. Provided, however, that in the event the contractor becomes involved in or is threatened with a proceeding in a subcontractor, it will be the duty of the contractor to furnish the subcontractor with a copy of the United States Executive Order No. 11,115, to the extent of the same, so the United States Executive Order No. 11,115, to the extent of the same, so the

E. E. O. FEEDBACK REPORT

Name of Reporting
Unit _____

Location _____

Date _____

THIS REPORT SHOULD BE PREPARED QUARTERLY IN DUPLICATE ON THE LAST DAY OF MARCH, JUNE, SEPTEMBER AND DECEMBER COMMENCING WITH MARCH, 1970, AND FILED WITH THE CORPORATION'S E. E. O. COORDINATOR, INDUSTRIAL RELATIONS DIVISION,

(1) Outline any affirmative action taken and results obtained since the last report to implement our Affirmative Action Policy of Equal Employment Opportunity (Include number of contacts with minority group organizations and individuals, both public and private, special advertising, special efforts, etc.) List, also, Affirmative Action planned.^{*}

(2) List any new sources of recruitment. Have they been notified in writing that we are an Equal Opportunity Employer? Yes No

(3) If pertinent, have you currently notified subcontractors on government contracts and unions of our commitments and their responsibilities under E. O. 11245? Yes No

(4) Are copies of the Employment Policy and the Federal Equal Employment poster prominently posted in the proper locations? Yes No

(5) Are the words "An Equal Opportunity Employer" inserted in all help wanted ads? Yes No

(6) Is the Equal Employment Opportunity Policy regularly discussed at all levels of supervision and employment? Yes No

(7) Is the Corporation's Policy communicated to new Employees in the indoctrination sessions? Yes No

8. Show Number of Applicants, New Hires, and Terminations for Quarter being reported

	TOTALS			MINORITY GROUP							
	Male	Female	Male	Negro	Oriental	American Indian	Spanish Surnamed American	Negro	Oriental	American Indian	Spanish Surnamed American
Applicants	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
White Collar											
Blue Collar											
New Hires											
Terminations											
Promotions											

9. Show Status of Employees at end of Quarter

	ALL EMPLOYEES			MINORITY GROUP EMPLOYEES							
	Job Categories	Total No. 213	Male	Female	Male			Female			
					Negro	Oriental	American Indian	Spanish Surnamed American	Negro	Oriental	American Indian
Officials and managers											
Professionals											
Technicians											
Sales workers											
Office and clerical											
Craftsmen (Sk. Led.)											
Operatives (Sem. Sk. Led.)											
Laborers (Unskilled)											
Service workers											
TOTAL											
Total - last Report											

For definition of minority groups and categories, refer to instructions for Standard Form 100, EEO 1 (Annual Report).

10. Remarks (Include problems, solutions, suggestions, etc.)

By _____

Date _____

**EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION COMPLIANCE PROGRAM
APPLICANT TALLY**

Period Covered _____

BLUE COLLAR JOB CATEGORIES

Name of Reporting
Unit _____

Location _____

**EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION COMPLIANCE PROGRAM
APPLICANTS FOR EMPLOYMENT**

Period Covered _____

Name of Reporting
Unit _____

**EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION COMPLIANCE PROGRAM
NEW HIRES**

Period Covered _____

Name of Reporting
Unit _____

Location _____.

**EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION COMPLIANCE PROGRAM
PROMOTIONS**

Period Covered _____

EMPLOYMENT OPPORTUNITY
TERMINATIONS

Period Covered _____

NAME	SEX	RACE	JOB TITLE	DATE	RATE	REASON
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A demographic analysis of the area follows:

APPENDIX H

Location	Total Population		% Change 1969/1960	Minority Population		% Minority Population is of Total Population 1969
	1960 Census	1969* Estimate		1960 Census	1969* Estimate	
Essex County	923,445	972,150	5.3	193,178	266,200	27.4
Belleville Town	35,005	38,750	10.7	772	772	2.2
Bloomfield Town	51,867	54,980	6.0	732	732	1.4
Cedar Grove Town-						
ship	14,603	17,950	22.9	555	555	3.8
East Orange City	77,259	79,440	2.8	18,887	18,887	24.4
Irvington Town	59,379	64,130	8.0	144	144	0.2
Livingston Town-						
ship	23,124	29,390	27.1	103	103	0.4
Maplewood Township	23,977	25,130	4.8	227	227	0.9
Millburn Township	18,799	21,650	15.2	197	197	1.0
Montclair Town	43,129	44,630	3.5	10,039	10,039	23.3
Newark City	405,220	401,580	-0.9	137,949	248,225**	+61.8**
Nutley Town	29,513	32,600	10.5	443	443	1.5
Orange City	35,789	35,150	-1.8	8,231	8,231	23.0
South Orange Vil-						
lage	16,175	17,590	8.7	633	633	3.9
Verona Boro	13,782	15,720	14.1	316	316	2.3
West Caldwell Boro	8,314	11,800	41.9			
West Orange Town	39,895	44,320	11.1	287	287	0.7

SOURCES:

1960 Census

* Division of Planning and Research 5 February 1970

** Special Census Spring 1967

NEWARK LABOR FORCE AREA

ESSEX, MORRIS AND UNION COUNTIES

Comparison of 1969 Estimates

Minority	Total Population	Percent Minority Total
*Minority Population	331,900(1)	Total Population 7/1/69
Civilian Labor Force	150,400(3)	Total Civilian Work Force
Employed	138,800	Employed
Unemployed	11,600	Unemployed
Rate	8.1	Rate
*Nonwhite		
Spanish		
Surname		
TOTAL	331,900	



NEWARK WORK AREA
(ESSEX, MORRIS AND UNION COUNTIES)
REGISTERED MINORITY UNEMPLOYED

Total 11,600 - April 1970

Classification	Total	Male	Female	Percent of Distribution	Percent Male	Percent Female
Professional & Technical	46	31	15	0.4	0.2	0.2
Managers -- Officials	12	7	5	0.1	0.06	0.05
Clerical	499	332	167	4.3	2.2	2.1
Craftsman & Foreman	998	665	333	8.6	4.3	4.3
Operatives	661	441	220	5.7	2.9	2.8
Sales	661	441	220	5.7	2.9	2.8
Other (Laborers, Private household workers, service workers, & farm workers)	8,723	5,815	2,908	75.2	37.6	37.6

NEWARK WORK AREA
(ESSEX, MORRIS AND UNION COUNTIES)
REGISTERED MINORITY EMPLOYED

Total 138,800 - April 1970

Professional & Technical	12,074	8,049	4,025	8.7	6.8	2.9
Managers -- Officials	2,776	1,851	925	2.0	1.3	0.7
Clerical	17,350	11,567	5,783	12.7	8.5	4.2
Craftsman & Foreman	11,104	7,403	3,701	8.0	5.3	2.7
Operatives	39,974	26,649	13,325	28.8	19.2	9.6
Sales	2,776	1,851	925	2.0	1.3	0.7
Other (Laborers, Private household workers, service workers, & farm workers)	52,744	35,163	17,581	38.0	12.7	6.3

The above data was obtained from the New Jersey State Employment Office in Newark, New Jersey, from Mr. John Shaw, Labor Market Analyst, and Mr. Wally Dankworth, Newark CAMPS Representative.

C o m b i n e d

NEWARK/PATERSON LABOR AREA
REGISTERED MINORITY UNEMPLOYED

Total 15,100 - April, 1970

Classification	Total	Male	Female	Percent of Distribution	Percent Male	Percent Female
Officials and Managers	17	9	8	.1	.05	.05
Professional & Technical	61	31	30	.4	.20	.20
Clerical	649	325	324	4.3	2.15	2.15
Craftsmen and Foremen	1,298	649	649	8.6	4.30	4.30
Operatives	961	481	480	5.7	2.85	2.85
Sales	861	431	430	5.7	2.85	2.85
Other (Laborers, private household workers, service & farm workers)	11,353	5,677	5,676	75.2	37.6	37.6
TOTAL	15,100	7,650	7,550	100.0	50.0	50.0

C o m b i n e d

NEWARK/PATERSON LABOR AREA
REGISTERED MINORITY EMPLOYED

Total 184,198 - April, 1970

Officials and Managers	16,174	10,783	5,391	8.8	5.87	2.93
Professional & Technical	3,876	2,584	1,292	2.1	1.40	.70
Clerical	23,150	15,433	7,717	12.5	8.34	4.16
Craftsmen and Foremen	15,604	10,403	5,201	8.5	5.67	2.83
Operatives	56,974	37,983	18,991	30.9	20.60	10.30
Sales	8,376	2,251	1,125	1.8	1.20	.60
Other (Laborers, private household workers, service & farm workers)	65,014	43,363	21,681	35.3	23.54	11.76
TOTAL	184,198	122,799	61,399	100.0	66.7	33.3

The above data was obtained from Mr. Richard D'Esterre, Labor Market Analyst, New Jersey State Employment Office, Paterson, New Jersey and from the New Jersey State Employment Office, Newark, New Jersey, from Mr. John Shaw, Labor Market Analyst and Mr. Wally Dankworth, Newark CAMPS Representative.

A guide to predominantly Negro colleges and universities in the USA

For students and recruiters, here is a listing of the nation's more than 100 predominantly Negro colleges and universities, complete with placement directors and degrees offered

THE AGRICULTURAL & TECHNICAL COLLEGE OF NORTH CAROLINA

North Blvd by Street
Greensboro, N.C. 27411
Phone 919 273 1773

ALABAMA AGRICULTURAL & MECHANICAL COLLEGE

Normal, Alabama 35762
Phone 205 852 5411

ALABAMA LUTHERAN ACADEMY & COLLEGE

1804 N. Greene Street
Selma, Alabama 26701
Phone 205 872 1357

ALABAMA STATE COLLEGE

915 South Jackson Street
Montgomery, Alabama 36104
Phone 205 222 3581

ALBANY STATE COLLEGE

Hazard Drive
Albany, Georgia 31705
Phone: 912 435 3411

ALDCORN AGRICULTURAL & MECHANICAL COLLEGE

Lorman, Mississippi 39096
Phone Port Gibson, Miss. 420

ALLEN UNIVERSITY

1530 Kander Street
Columbia, South Carolina 29204
Phone 803 256-4287

ARKANSAS AGRICULTURAL, MECHANICAL & NORMAL COLLEGE

Pine Bluff, Arkansas 71604
Phone 501 471-0000 5-6700

ARKANSAS BAPTIST COLLEGE

1600 High Street
Little Rock, Arkansas 72202
Phone 501 FR 47856

ATLANTA UNIVERSITY

223 Chestnut Street
Atlanta, Georgia 30314
Phone 404 523-6431

BARBER SCOTT COLLEGE

145 Depot Street
Concord, North Carolina 28025
Phone: 704 282 7613

D. DEGREES OFFERED

B.S., M.S.—Agriculture, Home Economics, Biology, Chemistry, Business Admin., Arch. Engr., E. Engr., Mech. Engr., Ind. Education, Math., Phys. Sci. Sc. Physical Ed., Biology and Nursing.

Placement Director

Mr. W. J. Morris

B.A.—English, Sociology, French, History and Government.

B.S.—Agriculture, Education, Social Science, Physics, Science
M.S.—Education

Dean of Students

Dr. L. H. Belcher

DEGREES OFFERED

None
Field of Study: Pre-Ministerial, Teacher Training, College Preparatory.

President

Rev. V. J. Stringer

B.A., B.S., M.Ed.—Biology, Chemistry, History, Mathematics, Psychology, and Sociology, Business, Elem. Education, English, Music Ed., Physical Ed., Secondary Ed.

Placement Director

Mr. Henry A. Spears

B.A., B.S.—Education, Business Administration, Liberal Arts, Nursing

Placement Director

Mr. Sanford McKenzie

B.S.—Biology, Chemistry, English, Social Science, Mathematics, Business, Agriculture, Industrial Education, Home Economics and Elementary and Health and Physical Education

Placement Director

Mr. Warren Johnson

B.A., B.S.—Liberal Arts, Fine Arts, Social Science, Physical Science, Mathematics, Education, Business Administration, Economic Education.

Placement Director

Mrs. Thelma Fisher

B.S., B.A.—Agriculture, Social Science, Home Economics, Industrial Ed., Languages, Business, Health & Physical Ed., Music, Biology, Chemistry, English, History, Sociology

Placement Director

Mr. H. G. Barnett

B.A., B.S.—Liberal Arts and Sciences

Placement Director

Mrs. Ethel M. Beckley

M.A.—Education, English, French, History, Economics, Political Science, Social Sciences, Sociology and Anthropology.

M.S.—Mathematics, Biology, Chemistry, M.S.L.S.—Library Services

M.S.W.—Social Work. B.B.A.—Business Administration. Ph.D.—Biology, Guidance and Counseling.

Registrar

Mr. Paul J. Clifford

B.S., B.A.—El. & Sec. Education, English, Business Education, Natural Science, Home Economics, Social Science

Placement Director

Mr. Ralston M. Kelly

BENEDICT COLLEGE
Columbia, South Carolina 29204
Phone: 803 252 6396

NA

Dean of College

Mr. T. J. Hanberry

BENNETT COLLEGE
Greensboro, North Carolina
Phone: 919 275 9791

B.A., B.S.—Biology, Chemistry, Mathematics, Music, History, English, El Ed., Psychology, Home Economics, Business Ed., Sociology, Languages, Fine Arts, Medical Secretarial Science, Medical Technology, Pre-Medicine, Pre-Nursing, Physical Ed., Political Science.

BETHUNE-COOKMAN COLLEGE
Second Avenue
Daytona Beach, Florida 32015
Phone: 305-255 1401

B.S., B.A.—Education, Humanities, Social Science, Science and Mathematics

BISHOP COLLEGE
3837 Simpson-Stuart Road
Dallas, Texas 75214
Phone: 214 370-4311

B.A., B.S.—English, Languages—French, German, Spanish, Music, Religion & Philosophy, Social Sciences, History & Political Science, Economics, Sociology, Natural Sciences—Mathematics, Physics, Chemistry, Biology, Teacher Ed.—El & Soc., Health & Physical Ed., Business Ed., Accounting.

BLUEFIELD STATE COLLEGE
218 Rock Street
Bluefield, West Virginia 24703
Phone: 304 235 7102

A.B., A.S., B.S.—Liberal Arts, Education, Technology (2 yrs.)

BOWIE STATE
Bowie, Maryland 20713
Phone: 301 460 8194

B.S., B.A.—Education—El Ed., English, History, Social Science, Anthropology & Sociology—Liberal Arts.

BUTLER COLLEGE
Bellwood Road
Tyler, Texas
Phone: 214-474-3541

A.S., A.A.—Social Science, Religion, Science, Physical Education, Music, Education.

CENTRAL STATE UNIVERSITY
Worthington, Ohio 45384
Phone: 513 372 0941

B.A., B.S.—Arts and Sciences.
B.S. in Ed.—Elementary & Secondary
M.A.—Education and English.
A.A.—Secretarial Administration.

Placement Director
Mr. Jack M. Valdez

CHEYNEY STATE COLLEGE
Cheyney, Pennsylvania 19310
Phone: 215 399 0990

B.A., B.S.—Liberal Arts, Industrial Arts, Education.

Placement Director
Mr. Warren H. Burton

CLAFIN COLLEGE
Orangeburg, S. C. 29115

B.A., B.S.—Art, English, Music, Religion and Philosophy, Social Studies, Science, Physical and Health Education.

Placement Director

CLARK COLLEGE
249 Chestnut Street, S.W.
Atlanta, Georgia 30314
Phone: 404 544 7762

B.A., B.S.—Liberal Arts, Biology, Chemistry, Physics, Mathematics, Home Economics

Placement Director
Mrs. Daisy B. Johnson
Dean of Students
Mr. Curtis B. Gillespie

COAHOMA JUNIOR COLLEGE
Route 1, Box 618
Clarksdale, Mississippi 38814
Phone: 661 624-6029

A.A.—Education, Pre-Medical, Pre-Dentistry, Industrial Arts

Placement Director
Mr. Lee Roy Gorman

COPPIN STATE COLLEGE
2500 West North Avenue
Baltimore, Maryland 21216
Phone: 301 523 1111

B.S., B.A.—Elementary Ed., English, Social Sciences, Sec. Ed., History, Liberal Arts.

Placement Director
Mr. Morris Woodson

DANIEL PAYNE
6415 Washington Blvd.
Birmingham, Alabama 35212
Phone: 205 565 0932

A.A.—Education.

Dean
Mr. Ernest E. King

DAYTONA BEACH JUNIOR COLLEGE
Daytona Beach, Florida
Phone: 904 255 1476

NA

Director Student Personnel
Mr. George Barton

DELAWARE STATE COLLEGE
Dover, Delaware 19901
Phone: 302 734 5271

B.A., B.S.—Fine Arts, Social Science, Physical Science, Business Administration, Liberal Arts, Agriculture, Education.

Placement Director
Mr. Frederick L. Franklin

BILLARD UNIVERSITY 2601 Gratiot Boulevard New Orleans, Louisiana 70122 Phone 504 943 8861	B.A., B.S.N.—Physical Sciences; Social Sciences, Liberal Arts, Nursing, Education.	Placement Director Mr. John B. Eurey
EDWARD WATERS COLLEGE 1528 Kings Road Jacksonville, Florida 32209 Phone: 904 355-2343	B.S.—Liberal Arts, Sciences, Mathematics.	Dean Mr. James A. Eapy
ELIZABETH CITY STATE COLLEGE Elizabeth City, N.C. 27909 Phone 919-339-3858	B.S.—General Science, Art Ed., Biology, Business Ed., El. Ed., English, Health & Physical Ed., Industrial Arts, Music.	Placement Director Mr. Charles A. Ramsey, II
FAYETTEVILLE STATE COLLEGE Fayetteville, N.C. 28301 Phone 910 403 6144	B.S.—Elementary and Secondary Education.	Placement Director Mr. John C. Jones
FISK UNIVERSITY Nashville, Tennessee 37203 Phone 615 244 3580	B.A., B.S., M.A.—Art, Biology, Business Administration, Chemistry, Dramatics & Speech, Economics, Education, English, History, Mathematics, Modern Foreign Languages, Music, Physical Ed. & Health, Physics, Psychology, Religion & Philosophy, Science, Sociology.	Placement Director Mr. Philip J. Winkfield
FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY Tallahassee, Florida 32307 Phone: 305 222-8030	B.A., B.S., LL.B., M.Ed., M.S.—Agriculture, Home Economics, Art & Dramatics, Biology, Business Ed., Chemistry, Physics, Drama & Speech, English, Economics, Foreign Languages, History & Geography, Library Science, Mathematics, Music, Philosophy, & Religion, Political Science, Psychology, Sociology, Law, Elementary & Secondary Education, Industrial Education, Physical Ed., Nursing, Pharmacy, Administration & Supervision.	Placement Director Mr. Clinton C. Cunningham
FLORIDA MEMORIAL COLLEGE St. Augustine, Florida 32084 Phone 305 829 3487 0	B.S.—Education, Social Science, Physical Science, English, Music, Religious Education.	Registrar Mr. Francis Eggleston
FORT VALLEY STATE COLLEGE Fort Valley, Georgia 31030 Phone: 404-825 5363	B.A., B.S., M.S.—Sociology, History & Political Science, Economics, El. & Sec. Ed., English, Mathematics, Science, Social Science, Music, Home Economics, Zoology, Botany, Physics Ed., Agriculture, Business Ed., Secretarial, French, Business Ad., Chemistry, Biology.	Placement Director Mr. Ralph Malone
FRIENDSHIP JUNIOR COLLEGE Allen Street Rock Hill, South Carolina Phone 803-328 6007	A.A.—Liberal Arts, Business Education, Education.	Placement Director Mr. L. E. Hayes
GRAMBLING COLLEGE Grambling, Louisiana 71245 Phone 318-747 7371	B.A., B.S.—Physical Sciences, Liberal Arts, Education.	Placement Director Mr. Leon Whittaker
HAMPTON INSTITUTE Hampton, Virginia 23368 Phone: 703-543-6581	B.A., B.S., M.A.—Business Administration, Soc.-Sci. Science, Nursing, Teacher Education, Arts and Sciences, Home Economics, Technology, and Graduate Studies.	Placement Director Mr. Fred G. Scott
HAMPTON JUNIOR COLLEGE 1214 N.W. 16th Avenue Ocala, Florida 32670 Phone: 305 622 7218	A.A.—Arts and Sciences.	Placement Director Mr. Benjamin E. Hill
HOWARD UNIVERSITY 2400 S 5th Street, N.W. Washington, D.C. 20001 Phone 202-476-7100	B.S., B.A., M.A., M.S., Ph.D., M.D., LL.B., B.D., D.O.S.—Liberal Arts, Fine Arts, Music, Education, Architecture, Engineering, Medicine, Dentistry, Law, Pharmacy, Theology, Social Science.	Placement Director Mr. Walter J. Hawkins
HUSTON-TILLOTSON COLLEGE 1820 East Eighth Street Austin, Texas 78702 Phone 512 466 6504	B.A., B.S.—Liberal Arts.	Placement Director Mr. L. H. Olivens
JACKSON STATE COLLEGE 1325 Lynch Street Jackson Station C, Miss. 39217 Phone 601-323-2514 & 948-3893	B.A., B.S., M.S., B.M.E.—Liberal Arts, Education, Business, Economics, Music	Placement Director Mr. Les E. Williams

CHRISTIAN COLLEGE H. Texas 75705 Phone 714-769-3232	B.A., B.S., B.S. in Education.	Placement Director Mr. W. H. Palmer, Jr.
COLLEGE OF THE UNIVERSITY 100 Ford Road Char. North Carolina 28208 Phone 704-372-2370	B.A., B.S.—Biology, Chemistry, Economics, E. Ed., Eng. Ed., Liberal Arts—Engineering, French, General Science, History, Mathematics, Music, Physical Ed., Physics—Mathematics, Political Science, Psychology, Social Science, Sociology, Computer Science, Data Processing.	Dean of Students Mr. J. A. Ganson
KENTUCKY STATE COLLEGE Frankfort, Kentucky 40601 Phone 502-223-2341	B.A., B.S.—Physical Science, Business Administration, Education, Liberal Arts, Social Science, Fine Arts.	Placement Director Mrs. Anita M. Fields
KITTRELL COLLEGE Kittrell, North Carolina Phone 910-438-4431	A.A., A.S.—Teacher Preparation, Natural Science, Social Science, Mathematics, Business Education.	Dean of Students Mr. Lorenzo A. Woodward
KNOXVILLE COLLEGE 801 College Street, N. W. Knoxville, Tennessee 37921 Phone 615-546-0751	B.A., B.S.—Physical Science, Business Administration, Education, Liberal Arts, Theology, Social Science, Fine Arts.	Placement Director Mr. Exell Pullman
LANE COLLEGE 501 Lane Avenue Jackson, Tennessee 38301 Phone 601-427-0751	B.A., B.S.—Physical Science, Business Education, Liberal Arts, Fine Arts, Religion, Social Science.	Placement Director Mr. George L. Thacker
LANGSTON UNIVERSITY Langston, Oklahoma 73050 Phone: 405-745-6281	B.A., B.S.—Agriculture, Liberal Arts, Sciences, Education.	Placement Director Mr. Samuel M. Hall, Jr.
LELAND COLLEGE Baker, Louisiana 70714 Phone: 504-775-0170	NA	NA
LE MOYNE COLLEGE 807 Walker Avenue Memphis, Tennessee 38128 Phone: 901-948-6626	B.A., B.S.—Liberal Arts, Education	Placement Director Mr. John C. Mickie
LINCOLN UNIVERSITY Jefferson City, Missouri 65102 Phone 314-636-8121	B.A., B.S.—Liberal Arts, Social Science, Education, Fine Arts, Business Administration, Agriculture, Engineering. M.Ed.—Education.	Placement Director Mr. C. C. Daniel
LINCOLN UNIVERSITY Lincoln University, Pa. 19352 Phone 215-932-8200	B.A.—Liberal Arts	Placement Director Mr. Samuel H. Grant
LINCOLNSTONE COLLEGE West Monroe Street Salisbury, North Carolina 28144 Phone 704-636-3062	B.A., B.S.—Liberal Arts, Physical Sciences, Social Sciences, Education.	Placement Director Mr. Robert Clayton
LOMAX HANSON COLLEGE Greenville, Alabama 36937 Phone: 205-382-6511	None General Study	NA
MARY HOLMES JUNIOR COLLEGE West Point, Mississippi 39773 Phone 601-1136	A.A., A.S.—Liberal Arts, Education, Science, Mathematics, Business Administration	Placement Director Mr. James A. Gilgore
MARYLAND STATE COLLEGE Princess Anne, Maryland 21853 Phone: 301-651-2200	B.A., B.S.—Liberal Arts, Social Sciences, Natural Sciences, Physical Education, Agriculture.	Placement Director Mr. C. C. Jacobs
MATHER JUNIOR COLLEGE P. O. Box 230 Beaufort, South Carolina Phone 803-44 45624	A.A.—Education.	Placement Director Miss Fannie L. Childs

MCLELLAN COLLEGE	M.D., D.D.S.—Medicine, Dentistry.	Dean of Medicine
1100 West Avenue North Nashville, Tennessee 37203 Phone 615 256 3631	B.S.—Nursing, Medical Technology, Dental Hygiene.	Dr. Daniel Rolfe
MCNEIL COLLEGE	B.A.—Elementary Education.	Dean of Dentistry
1000 1/2 Alabama 35200 Phone 205 788 6578	B.A., B.S.—English, Biology, Chemistry, Mathematics, Business, Social Science.	Dr. William Allen
MISSISSIPPI INDUSTRIAL COLLEGE	B.A., B.S.—Biology, General Science, El. Ed., English, Social Science, Physical Ed., Music, Business Ed., Mathematics.	Placement Director
Memphis Street Kosciusko, Mississippi 38635 Phone 601 252 3411	B.S.—Liberal Arts, Social Sciences, Natural Sciences.	Mrs. Alice P. Allen
MISSISSIPPI VALLEY STATE COLLEGE	B.S.—Liberal Arts, Social Sciences, Natural Sciences.	Placement Director
1100 Beale, Mississippi 38641 Phone 601 254 2321	B.A., B.S.—Liberal Arts, Science, Business Administration, Physical Education, Mathematics.	Mr. J. Hall Bolden
MIDDLEBROOK COLLEGE	B.A., B.S.—Business Administration & Economics, English, French, Physical Ed., History, Political Science, Philosophy & Religion, Psychology, Secretarial Science, Sociology, Music, Spanish, Biology, Chemistry, El. Ed., Home Economics, Mathematics.	Placement Director
223 Chestnut Street, SW Atlanta, Georgia 30314 Phone 404 MU 84223	B.A., B.S., M.Ed., M.A., M.Soc.Sc.—Liberal Arts, Physical Sciences, Social Science.	Mr. William M. Nix
MORGAN STATE COLLEGE	B.A., B.S.—Physical Sciences, Arts, Education, Theology	Placement Director
1101 Beale & Cold Spring Lane Baltimore, Maryland 21212 Phone 301 254 6870	A.A.—Liberal Arts	Mr. J. Percy Bond
MORRIS BROWN COLLEGE	B.A., B.S.—Business Administration & Economics, English, French, Physical Ed., History, Political Science, Philosophy & Religion, Psychology, Secretarial Science, Sociology, Music, Spanish, Biology, Chemistry, El. Ed., Home Economics, Mathematics.	Placement Director
643 Hunter Street, N.W. Atlanta, Georgia 30314 Phone 404 JA 57831	B.A., B.S.—Physical Sciences, Arts, Education, Theology	Miss Carrie L. Clements
MORRIS COLLEGE	B.A., B.S.—Physical Sciences, Arts, Education, Theology	Dean of College
Sumter, South Carolina 29150 Phone 803 773 3481	B.A., B.S.—Liberal Arts	Mr. H. E. Hardin
MORRISTOWN COLLEGE	B.A., B.S.—Liberal Arts	Administrative Dean
Morristown, Tennessee 37814 Phone 615 586 5262	B.A., B.S.—Liberal Arts	Mr. P. A. Edwards
MURDOCK STATE COLLEGE (Division of Virginia State College)	B.A., B.S.	Placement Director
2410 Corpview Avenue Norfolk, Virginia Phone 703-MA 74371	B.A., B.S., M.A., M.S., M.Ed., M.L.S., LL.B.—Liberal Arts & Nursing, Library Science, Law	Mr. G. E. Watts
NORTH CAROLINA COLLEGE AT DURHAM	B.A., B.S.—Theology, Sec. Ed., English, History, Mathematics, Chemistry, Biology, Music, Business Administration, Business Ed., Home Economics, El. Ed., Secretarial Science.	Placement Director
Fayetteville Street Durham, North Carolina 27707 Phone 919 662 2171	B.A., B.S.—General Education, Business, Secretarial Science.	Mr. William P. Malone
OAKWOOD COLLEGE	B.A., B.S.—Theology, Sec. Ed., English, History, Mathematics, Chemistry, Biology, Music, Business Administration, Business Ed., Home Economics, El. Ed., Secretarial Science.	Placement Director
Munisville, Alabama 35806 Phone 205 539 9484	B.A., B.S.—Liberal Arts, Education, Physical Science, Theology, Social Science.	Rev. Leo Moreno
OWEN COLLEGE	B.A., B.S.—General Education, Business, Secretarial Science.	Placement Director
370 South Oregon Memphis, Tennessee 38102 Phone 901-JA 5-1373	B.A., B.S.—Liberal Arts, Education, Physical Science, Theology, Social Science.	Mr. Allen Yancey
PAINE COLLEGE	B.A., B.S.—Liberal Arts, Education, Physical Science, Theology, Social Science.	Placement Director
1235—15th Street Augusta, Georgia 30900 Phone 404 722 4471	B.A., B.S.—Liberal Arts, Mathematics, Biology, Business Administration, Education.	Mr. S. B. Gandy
PAUL Quinn COLLEGE	B.A., B.S.—Liberal Arts, Mathematics, Biology, Business Administration, Education.	Placement Director
Waco, Texas 76703 Phone 817 753-6417	B.A., B.S.—Liberal Arts, Mathematics, Biology, Business Administration, Education.	Mr. G. L. Wood

PENSACOLA JUNIOR COLLEGE—
WASHINGTON BRANCH
P. O. Box 2146—East Hill Station
Pensacola, Florida 32504
Phone 305 434 1504

A.A.—General Education

PRIMERER SMITH COLLEGE
812 West 13th Street
Little Rock, Arkansas 72203
Phone 501 375-0045

B.A., B.S.—Natural Science
B.S.—Home Economics.

Administrative Dean

Mrs. Lillie J. Parler

PINEY WOODS COUNTRY LIFE
Piney Woods, Mississippi 39148
Phone 601 845 0016

NA

Placement Director

Mrs. Luella Casson

PRALIE VIEW AGRICULTURAL
AND MECHANICAL COLLEGE
Prairie View, Texas 77581
Phone 409 733-1111

B.A., B.S., M.A., M.S.—Liberal Arts, Fine Arts, Agriculture, Nursing
Education, Engineering

Registrar

Miss Alice G. Gillespie

PRATT NORMAL AND
INDUSTRIAL INSTITUTE
Drawer C
Prentiss, Mississippi 39076
Phone 601 702 5003

Junior College Diploma—General Education

Placement Director

Mr. C. D. Vancy

ROSENDALE JUNIOR COLLEGE
P. O. Box 2129
Panama City, Florida 32401
Phone 305 763 5927

A.A.—Elementary and Secondary Education, Liberal Arts, Terminal Program in Secretarial Science and Food Services

Placement Director

Mrs. LaWanna H. Ivey

RUST COLLEGE
Rust Avenue
Hot Springs, Mississippi 38635
Phone 601 289

B.A., B.S.—Liberal Arts, Business Administration, Music, Business Ed

Placement Director

Mr. Willie Mosley

SAIN T. AUGUSTINE'S COLLEGE
Race 48, North Carolina 27602
Phone 919 744-4451

B.A., B.S.—Liberal Arts, Business Administration, Education, Physical
Sciences, Mathematics, Social Sciences.

Placement Director

Dr. Wiley M. Davis

SAIN T. PAUL'S COLLEGE
Lawrenceville, Virginia 23888
Phone 703 840 2538

B.A., B.S.—Natural Science, General Business, Ed. Ed., Business Ed.,
Eng. Ed., Natural Science, Social Science

Placement Director

Dr. Robert H. Hatch

ST. PETERSBURG JUNIOR COLLEGE
3101 5th Avenue, South
St. Petersburg, Florida 33712
Phone 813-859 6755

A.A.—Business Education, Education, Physical Science, Social Science,
Fine Arts.

Placement Director

Mr. W. Ervin Watson

ST. PHILIP'S COLLEGE
(Branch of San Antonio College)
San Antonio, Texas 78200
Phone: 512 734 5281

A.A.—Education, Pre-Medicine, Pre-Nursing, Pre-Engineering, Business,
Social Science, Liberal Arts

Student Personnel Officer

Mr. Charles Breedon

SAVANNAH STATE COLLEGE
State College Branch
Savannah, Georgia 31404
Phone 912 354 4533

B.S.—Business Administration, Education, Humanities, Natural Sciences,
Social Sciences, Technical Sciences

Placement Director

Mr. Nelson R. Freeman

SELMA UNIVERSITY JUNIOR COLLEGE
1501 Lapsley Street
Selma, Alabama 36701
Phone 205 872 2533

B.Th.—Religion.

President

Dr. James M. Owens

SHAW UNIVERSITY
Raleigh, North Carolina 27602
Phone: 919 740 3312

B.A., B.S.—Liberal Arts, Education, Science, Mathematics, English, French,
Music, Religion and Philosophy, Physical Ed., Business, Economics,
History, Political Science, Psychology

Placement Director

Mr. Thomas E. Kee

SHORTER COLLEGE
604 Locust Street
North Little Rock, Ark. 72114
Phone: 501-744 6305

AA.—Liberal Arts, Applied Science, Social Science, Natural Science,
Mathematics, Education.

Placement Director

Mr. James A. Gates

SOUTHERN UNIVERSITY AND AGRICULTURAL AND MECHANICAL COLLEGE Southern Branch Post Office Baton Rouge, Louisiana 70813 Phone: 504-775-6300	BA, BS, MA, MED, LLB—Liberal Arts, Sciences, Law, Education, Agriculture, Business Administration, Engineering.	Placement Director Mr. James F. McKay
SPelman College Atlanta, Georgia 30314 Phone: 404-688-2148	BA, BS—Fine Arts, Liberal Arts, Physical Science, Social Sciences, Home Economics, Physical Education.	Placement Director Miss Carolyn Crawford
ST. THOMAS COLLEGE Post Office Box 1430 Tuscaloosa, Alabama 35402 Phone: 205-752-2540	AB, BS—Sociology, Spanish, Christian Ed., Biology, Business Adm., Business Ed., Chemistry, Commercial Studies, Elementary Education, French, General Science, Health & PE, History, Mathematics, Music Education, Physics, Social Sciences.	Placement Director Mr. Clinton Collins
SUNSHINE RIVER JUNIOR COLLEGE Post Office Box 772 Madison, Florida 32340 Phone: 904-973-2200	AA—General College, Pre-Business, Pre-Medical, Pre-Nursing, Secretarial.	Registrar Mr. James B. Brown
TALLADEGA COLLEGE Talladega, Alabama 35160 Phone: 205-362-2152	BA—English, History, Psychology, Sociology, Economics, Education, Chemistry, Biology, Mathematics, Math-Physics, Music, Philosophy, Languages	Placement Director Mr. James Adams
TENNESSEE AGRICULTURAL AND INDUSTRIAL STATE UNIVERSITY 3500 Centennial Boulevard Nashville, Tennessee 37203 Phone: 615-24-2411	BA, BS, MA, MS, MED—Agriculture, Liberal Arts, Physical Science, Education, Engineering	Placement Director Mrs. A. G. Sasser
TEXAS COLLEGE 2404 North Grand Avenue Tyler, Texas 75703 Phone: 214-574-7258	BA, BS—Elementary Education, Home Economics	Placement Director Mr. David H. Johnson
TEXAS SOUTHERN UNIVERSITY 3200 Wheeler Houston, Texas 77004 Phone: 713-748-0611	BA, BS, BFA, BMus, BMus.Ed, BBA, LLB, MA, MED, MMus.Ed., M.S.—Fine Arts, liberal Arts, Science, Mathematics, Business, Law, Industrial Education, Pharmacy	Placement Director Mr. Elva K. Steward
TOUGALOO COLLEGE Tougaloo, Mississippi 39174 Phone: 601-366-3425	BA, BS—Biology Chemistry Economics, English, Elementary Education, Health & Physical Education, History, Music Education, Mathematics, Philosophy & Religion, Political Science, Sociology	Placement Director Mr. A. A. Branch
TUSKEGEE INSTITUTE Tuskegee Institute, Ala. 36088 Phone: 205-727-2000	BS, MS, MED—Agriculture, Physical Science, Social Science Education, Engineering, Nursing, Veterinary Medicine, Home Economics, Food Adm., Physical Ed	Placement Director Mr. G. L. Howell
UTICA JUNIOR COLLEGE Utica, Mississippi 38575 Phone: 661-635-2611	Junior College Diplomas: General Education, Pre-Business, Pre-Mathematics, Pre-Industrial Arts, Pre-Science, Terminal.	Dean Mr. Arthur Kinnard, Jr.
VIRGINIA SISTER MARY AND COLLEGE Garfield and Dewitt Streets Lynchburg, Virginia 24501 Phone: 703-845-7331	BA, BS, BTh, BD—Psychology, Social Science, English, Business Adm., Ed Ed., Religion.	Dean Mr. J. R. Williams
VIRGINIA STATE COLLEGE Petersburg, Virginia 23806 Phone: 703-733-8111	BA, BS, MA, MS, MAT—Arts and Sciences, Education, Commerce, Agriculture, Home Economics, and Industries.	Placement Director Mr. Alphonso McCain, Sr.
VIRGINIA UNION UNIVERSITY 1500 North Lombardy Street Richmond, Virginia 23220 Phone: 703-511-5282	BA, BS, BB—Liberal Arts, Education, Social Science, Natural Science, Theology.	Placement Director Mr. Quallie W. Mcd.

YORK COLLEGE	AA—Education, Liberal Arts	Placement Director Mrs. Wilma Jenkins
York South Carolina 29042 Pho. 1 703 3346		
WEST VIRGINIA STATE COLLEGE	AA, BA, B.S.—Education.	Placement Director Mr. Griff Pitts
Inst. est. Virginia 25112 Phone 1 760 3981		
WILDERNESS UNIVERSITY	BA, BS, B.S.Ed., B.O.—Social Science, Humanities, Music, Sciences & Mathematics, Ed and Soc Education, Theology	Director Cooperative Education Mr. Richard A. Steele
Wimberley, Ohio 45284 Phone 513 372 6321		
WILEY COLLEGE	BA, BS—Education, Physical Science, Liberal Arts, Theology, Business Admin., Social Science	Placement Director Mr. G. H. Chaddick
711 Rosborough Springs Road Marshall, Texas 75670 Phone 214-WE 5-9361		
WINSTON-SALEM STATE COLLEGE	BA, BS—Nursing, Education	Placement Director Mr. Hamlet E. Coore
Winston-Salem, N.C. 27100 Phone: 919-725-3563		
XAVIER UNIVERSITY OF LOUISIANA	BA, BS—Liberal Arts, Fine Arts, Physical Science, Pre-Medicine, Engineering, Business Administration, Education, Pharmacy	Placement Director Mrs. Lois Taplin
Palmetto and Pine Streets New Orleans, Louisiana 70125 Phone: 504-KU 8-6646		

7

RECOMMENDED PROCEDURES for DEVELOPMENT of a FACILITY AFFIRMATIVE ACTION PLAN
to meet the requirements of ORDER NO. 4, OFFICE of FEDERAL CONTRACT COMPLIANCE
as published in the FEDERAL REGISTER of 5 FEBRUARY 1970

REQUIRED UTILIZATION ANALYSIS

1. STATISTICS to be prepared/available as supporting documents to the Affirmative Action Plan (AAP).
 - a. EEO-1 Statistics for 1969, 1970, 1971, and current EEO-1 Statistics. (Current = no more than ninety (90) days from the date of the Review.)
 - b. Using the nine (9) EEO-1 Categories, list all employees, by each category, include:
Name - Job Title - Race - Sex - Date of Hire - Department - Salary/Rate.
 - c. By Department, list all employees by EEO-1 Category (listing highest categories first) and include:
Name - Job Title - EEO-1 Category - Race - Sex - Date of Hire - Salary/Rate.
 - d. For the previous twelve (12) months, prepare lists (These lists shall be available for conducting utilization analysis by contractor. Statistical summaries may be sufficient to include in the AAP submitted.) as follows:
 - (1) APPLICANT TALLY - FLOW CHART that includes:
Name - Job Title - Race - Sex - Referral Source - Hiring Action or Non-Hire.
 - (2) HIREs, by blue and white collar category, include:
Name - Job Title - Race - Sex - Hire - Salary/Rate - Referral Source.
 - (3) TERMINATIONS, by blue and white collar category, include:
Name - Job Title - Race - Sex - Hire - Salary/Rate - Termination - Reason.

REQUIRED UTILIZATION ANALYSIS

1. STATISTICS (continued)

4. (4) PROMOTIONS - include:

Name - Previous Job Title and Salary/Rate - Present Job Title and Salary/Rate - Race - Sex - Hire - Promotion

(5) POTENTIALS for promotion = include:

Present Potential Date of Date when Promotion
Name - Job Title - Job Title - Race - Sex - Hire - Action may occur

(6) TRAINEES (Meaningful training which increased the employee's qualifications for higher level positions or would allow the employee to move laterally to a position resulting in career progression.) - include:

Name - Race - Sex - Title of course which was completed during the previous twelve (12) months.

(7) BID SHEETS for the last ten (10) job opportunities. Include the successful and unsuccessful bidders showing:

Name - Job Title - Race - Sex - Department - Date of Hire - Reason for Selection/Rejection.

(8) WORK SHEETS used in conducting utilization analysis.

DOCUMENTATION OF AFFIRMATIVE ACTION

Local management shall document affirmative action taken clearly and briefly on the note sheets contained in this part of the manual. The following are examples of affirmative action which should be recorded:

Minority group recruiting activities with schools, churches, Urban League, NAACP, community action groups, etc., and results.

Meetings with employees to discuss urban affairs activities.

Activities such as committee assignments associated with civic or service clubs, Chambers of Commerce, etc., pertaining to urban affairs.

Discussions with minority group leaders and/or organizations.

Discussion with union representatives on equal opportunity activities.

Supervisory training programs on urban affairs.

Non-statistical data on hiring and promotion of minority group individuals, including management assistance given to the operation of the NAB/NJAB Programs.

Other items of this general nature.

NOTES ON AFFIRMATIVE ACTION TAKEN

GOAL

DATE

ACTION